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PHASE I

SENIOR REVIEW PANEL SURVEY  
AND EVALUATION OF NFAC PRODUCTION  
1 APRIL 1979 - 31 MARCH 1980

August 1980

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William Leonhart

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Phase I Report of  
Senior Review Panel  
Evaluation of NFAC Production,  
1 April 1979 - 31 March 1980

Introduction

1. By memorandum of 16 April 1980, the D/NFAC directed the Senior Review Panel, in concert with the production Offices, to undertake an initial assessment of the work of OPA, OER, OSR, OSI and OWI (now merged as OSWR), and OGCR during the year, 1 April 1979 through 31 March 1980. The Panel's evaluation was to be done in two phases:

Phase I: Primarily a statistical overview to survey and analyze Office production, evaluate intelligence coverage, and appraise Management Information Systems.

Phase II (to be completed as soon as possible after Phase I): Evaluate the quality of the production and research effort.

2. The memorandum, attached for reference, generally excluded from the evaluation, interagency products and daily publications such as the PDB and the NID, except in

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[redacted]  
connection with overall coverage and analytic workload. It authorized the Panel to call on the Office Directors and NFAC staff for needed information and assistance, and established an Advisory Group to the Panel for the duration of the task. This group consisted of a senior officer (generally the Deputy Director) from each major production Office and PPG, as well as representatives from NFAC's PME Staff [redacted] who assisted the Panel in its work. The Panel was also ably assisted by its Executive Assistant, [redacted] who was succeeded [redacted] in June 1980.

3. This report of Phase I of the SRP evaluation is tentative in some respects, possibly subject to further refinement by the Panel in Phase II concerning the quality of NFAC production.

4. Early in our work, we came to the realization that the Offices constitute the heart of NFAC production (that is, the total output except for interagency papers) and that an evaluation of NFAC production in actuality rested on the evaluation made of each individual Office. Accordingly, we designed our effort to focus on the separate Offices and have structured our report around

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those evaluations. Nevertheless, quite a few points emerge from these individual Office assessments that are significant to NFAC as a whole and may be management issues requiring the attention of senior managers. NFAC-wide issues are covered in chapter VII, the overview section of our report, while the Office chapters deal with both specific Office issues as well as broader NFAC ones.

5. In consonance with the foregoing, our report consists of a brief introduction and seven chapters, with two attachments as follows:

Introduction

Chapter I	OER Production
Chapter II	OGCR Production
Chapter III	OPA Production
Chapter IV	OSI and OWI Production
Chapter V	OSR Production
Chapter VI	Production Management Information Systems in NFAC
Chapter VII	Overview of NFAC Production

Attachments:

- A. Directive to SRP from  
D/NFAC, dated 16 April 1980
- B. Purpose and Methodology

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6. The principal authors of the Office chapters.  
were:

OER-  
OGCR-  
OPA--Ambassador Leonhart  
OSI and OWI-  
OSR-

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7. The Panel had the full cooperation and assistance of the Offices and appreciates their support. The able work of the small staff made available to the Panel made a significant contribution to the Panel's work.

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